



The impact of perceived talent management practice on turnover intention of hotel employees

Bachelor Thesis for Obtaining the Degree

Bachelor of Business Administration in

Tourism, Hotel Management and Operations

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Vienna, 31 August 2020

Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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Abstract

Talent management and turnover intention are well-known concepts that research has typically investigated in separation. Thus, this thesis aimed at bringing these two concepts together and investigate the relationship between them. In linking talent management and employee turnover, a conceptual model including psychological contract and work engagement was proposed. Data with online self-administered questionnaire from hotel employees with different cultural background were collected.

Results of the quantitative analysis of 120 respondents show that almost all of them perceive themselves as a talent in the organization, however, evidence shows that only less than half are offered talent management practices. Results revealed that the most commonly adopted talent management practices in hotels include internal coaching, external coaching, mentoring and buddying, in-house development programs, cross-functional job assignments, and 360° feedback. This thesis found that perceived talent management practices are related to work engagement and psychological contract that in turn influence turnover intention. This research has several implications for different stakeholders. On one hand, educators should exchange ideas with the industry so the educational aspects can also immerse in the industry. On the other hand, current human resources practices in hotels should be revised and approaches related to talent management should be put in practice.

Keywords: Talent management practices, Social Exchange Theory (SET), Psychological contract fulfillment, Psychological contract breach, Turnover intention, Work engagement, Hotel employees

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List of Abbreviations

CATI --- Computer-assisted telephone interview

CIPD --- Chartered Institute of Personal and Development

CSV --- comma-separated values

EFA --- Explanatory Factor Analysis

GDP --- global domestic product

IDI --- In-depth interview

KMO --- Kayser-Meyer-Olkin

SET --- Social Exchange Theory

SPSS --- Statistical Package for the Social Sciences

WTTC --- World Travel & Tourism Council

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Chapter 1 - Introduction

1.1 Background information

In the tourism and hospitality industry, the term ‘talent management’ was first brought up by McKinsey & Company by stating war for talent and they believed that excellent talent management is becoming a competitive advantage (Michaels et al., 2001). The tourism and hospitality industry is always one of the most crucial sectors to support the economy, as 10.4% of global domestic product [GDP] is contributed from this industry (World Travel & Tourism Council [WTTC], 2019).

According to WTTC (2019), 10.1% of global employment is coming from the tourism industry in 2019 with 328,208,000 jobs. By 2029, it is expected that it will increase up to 11.7% of the global employment creating 420,659,000 job opportunities. However, talent management is a challenge in the industry, difficulties such as retention of employee (Powell & Wood, 1999, as cited in Brown et al., 2019) and high labour turnover (Barron, 2008) are the problems faced by hospitality managers. Therefore, Hospitality managers should not only retaining their employees, but they should also take into consideration on how to develop ones’ skills and talents through different talent management practices which are offered to employees during the employment at the organization.

While turnover intention is widely discussed, and at the same time, it is alarming issue within the industry (Barron, 2008; Chen & Wu, 2017; Karatepe & Ngeche, 2012; Nadiri & Tanova, 2010). Examples of impact of turnover intention include lower service quality and deteriorated corporate image (Kim et al., 2015; Yang et al., 2012), higher recruiting and training cost (Yang et al., 2012; Mohsin et al., 2015; Blomme et al., 2010; Nadiri & Tanova, 2010). While research on turnover intention has largely increased in the past decade, empirical evidence examining the relationship between turnover intention and talent management has been scarce. Talent management is turning into a popular topic in the recent years. The topic is picked up because studies investigated talent management and turnover intention in terms of human resources perspectives,

but it should also be studied in hospitality aspect as general human management practices cannot be fully applicable to the hospitality industry. It is proposed that talent management has an impact on turnover intention, however this perspective was somehow overlooked. The research that is specifically relevant to this thesis is that ones' specific approach of the Human Resources is not suitable (Tracey, 2014). In fact, different talent management practices can be used in different individuals and hospitality settings that can affect the outcomes. To fill this research gap, this research will investigate the perception as a talent among hotel employees and whether they have been offered any talent management practices and thus measure their turnover intention through a questionnaire including work engagement and psychological contract.

Findings of this research contribute to research in different ways. First and foremost, the findings will contribute to the understanding of the particularities and relevance of talent management. Social Exchange Theory [SET] and psychological contract will be presented as well. Psychological contract is used in this research as it helps the employees to identify their values at the organization, thus build trust and being recognized when mutual agreement is discovered. Greater degree of psychological contract will result in increasing commitment (Kraak et al., 2017), organizational citizenship behaviour (Kraak et al., 2017), and greater perception of organization support (Ahmad & Zafar, 2018). While Sonnenberg et al. (2014) only studied the effect of talent management practices in terms of psychological contract, this research will investigate with turnover intention together. As a result, it is proposed that talent management practices have an impact on psychological contract, and psychological contract has an impact on turnover intention. Regarding work engagement, it focuses on how ones put effort, energy as well as attention at work. Positive work engagement leads to higher trust (Li et al., 2012; Saks, 2006), lower burnout (Schaufeli et al., 2002; Saks, 2006), and higher job satisfaction (Saks, 2006). Last but not least, it is proposed that talent management practices have an impact on work engagement.

After presenting the theories, the thesis will identify the perceived talent management practices in certain 1 Star to 5 Stars hotels and look into it with

their employees. However, he will also discover whether the number of practices or the degree of receiving the practices will affect the turnover intention. Overall, the paper will investigate the specific aspect of talent management that might be related to psychological contract fulfilment. After that, the perceived talent management practices in certain hotels will be identified through research with its employees.

1.2 Aim and objectives

The aim of this research is to investigate how perceived talent management practices are significantly related to social exchange, psychological contract, turnover intention, as well as work engagement of hotel employees. To achieve the aim of the research, the objectives are:

- To explore perceived talent management practices
- To examine the relationship between talent management practices and psychological contract
- To examine the relationship between talent management practices and turnover intention
- To examine the relationship between talent management practices and work engagement

1.3 Structure of the thesis

The thesis is presented in six chapters. The current chapter consists of an overview of the research, along with the aim and objectives of the study. In chapter 2, academic support for primary research is provided with reviewed relevant literature in terms of talent management, social exchange theory, psychological contract, turnover intention, work engagement, as well as the development of the hypothesis in regards to this research. In chapter 3, the research method implemented in the research is set up. In chapter 4, the results of the primary data collection are presented using several analytical approaches with a discussion of the results in the next chapter, followed by the last chapter providing a conclusion.

Chapter 2 - Literature review and conceptual framework

2.1 Talent management

In the world of talent management, talent can be defined in different way and wordings. It might also differ based on the position at the working environment as well. Therefore, through the use of several articles, different definitions of talent will be illustrated in Table 1.

From the table below, different definitions are defined in a different way which means there is no universal statement defining what talent is. Moreover, Talent management can be defined as different meaning to different people. For example, talent management refers to an individual who can have the potential to make a difference in the future or make a positive difference to the organizational performance (The Chartered Institute of Personnel and Development [CIPD], 2007, as cited in Barron, 2008). In addition, Berger and Berger (2003) stated that it is how talent is managed and every people has some talent which can be recognized. Furthermore, in accordance to Hugles and Rog (2008), they noted that talent management is a multi-dimensional concept that has been advocated by Human Resources professionals, built based on the fundamentals of Human Resources Management and supported by the war for talent.

Table 1. Definition of Talent.

Source	Definition of Talent
Michaels et al., 2001; Tansley et al., 2006; Goffee & Jones, 2007, as cited in Kichuk et al., 2019, p. 3971	<i>“The exceptional characteristics that are demonstrated by individual employees”</i>
Michaels et al., 2001, p. 12	<i>“the sum of a person's abilities—his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. It also includes his or her ability to learn and grow”</i>
Tansley et al., 2006, p. 2	<i>“a complex amalgam of employees’ skills, knowledge, cognitive ability and potential”</i>
Ulrich & Smallwood, 2012, p. 60	<i>“Talent = Competence × Commitment × Contribution”</i>

From the aforementioned definitions of talent, it can also be seen that even though the definitions are similar, the authors analyzed in different perspective. Other than that, research accumulated on Talent management shows that it can be divided into few sub-sections. In this first section, the author is going to analyze the general framework of talent management, followed by perceived talent management practices.

2.1.1 General talent management practices

Generally, as shown in Figure 1, Talent Management can be discussed within two approaches: Object Approach and Subject Approach. More theories will be shown below in each approach.

As Figure 1 indicates, within the Object Approach, it can be interpreted in two aspects: Talent as commitment and Talent as fit. In each aspect, more

explanations will be provided. Regarding talent as commitment, it is based on how one commits to the job as well as the company. Talent as commitment can be referred to a person can accomplish the task before other people have started. This people intended to take activity that they can be rewarded due to their talents (Nieto et al., 2011). Ulrich and Smallwood (2012, p. 60) came up with a formula:

$$"Talent = Competence \times Commitment \times Contribution"$$

With these 3Cs, employees can be defined as talent. When one of these components are missing, the rest are not able to compensate since it has to be performed equally so as to be as a talented employee within the company. Therefore, employees must have the skills for the job, put effort on their job and do the task their superiors asked to do. On top of the ability to do their task and willing to do the task, they also have to know how to contribute to the company (Ulrich & Smallwood, 2012).

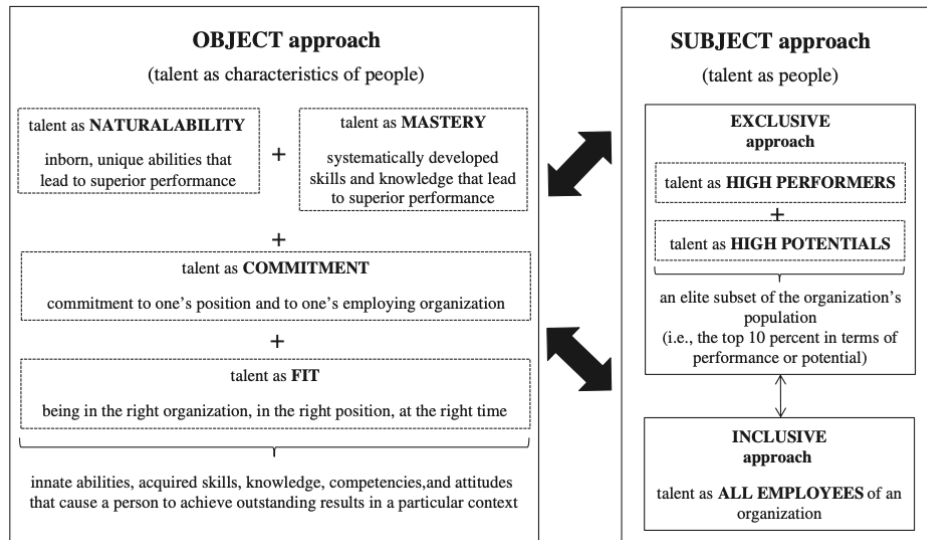
From the formula of Ulrich and Smallwood (2012, p. 60), it can be seen that competence is the *"right skill, right place, right job, right time"*. Therefore, employers have to do the best things to explore talents, develop them, discover their strengths and lower the weaknesses. Few elements of finding the right fit are discovered (Garrow & Hirsh, 2008, p. 395):

- *"fit to focus"*
- *fit to culture*
- *fit to workforce and psychological contract*
- *fit to other HR practices and policies*
- *fit to management capability and roles in managing people"*

It is claimed that these aspects are required to focus on talent management which the company also needs to take the number of the talent pool as well as the time frame to develop talents. Moreover, it is also crucial to see whether the employee can accommodate the company's needs and is open enough to accept the company culture. Employees have the opportunity to nominate themselves

as talent or their managers can spot them to provide training and support (Ulrich & Smallwood, 2012; Garrow & Hirsh, 2008).

Figure 1. Talent management general framework.



Adopted by Gallardo-Gallardo et al. (2013, p. 297).

As Figure 1 indicates, within the subject approach, inclusive approach and exclusive approach will be discovered. The inclusive approach means including all the employees in the company as a talent. Each employee has their strengths and apply to their jobs. They are one of the important assets to the company because the level of their service delivery will affect the company's performance (Crain, 2009). Other than that, the company should provide training as well as a different career opportunity to their employees which employers have a clear understanding of the identification of their talents and put them in the right place (Swales et al., 2014).

The exclusive approach means including part of the employees in the company as talent. This group of employees are considered as the top 10% of the talent pool (Swales et al., 2014). They are selected as the potential talents since they have a high performance in their positions. Therefore, the employer can allocate more resources on these talents to train them so as to support them to climb faster in their career path. When these talents are satisfied with the opportunity, they are willing to stay in the same company to develop their careers (Gallardo-Gallardo et al., 2013).

2.1.2 Perceived talent management practices

According to Sonnenberg et al. (2014), it is possible that there is a difference regarding to the definition of talent in certain organization such as training manager, human resources manager, direct manager and employee. It could also because of the change in the working environment which affect the definition of talent, unclear interpretation by the organization on who is seen as a talent, or the organizations are not keeping up their promises to their talent colleagues. Such possibilities can lead to disappointment from the employees and change in perception, in additionally, it will also lose talents.

Each talent management practice shows the importance from the point of view of the organization which expects from the employees and vice versa. With this practice, it is hoped to change the employees' attitudes for example trust, commitment, and turnover intention as those are the essential factors to establish, attract as well as retain their talented colleagues (Sonnenberg et al., 2014). The authors have further explained that it is very important that the employees' perception has to be on the same page as the organization. When the organization considers the employee as a talent but the employee does not perceive himself/herself as one, they may not take part in the talent management practices and the implementation of the practices will be ineffective. On the other hand, when the organization does not perceive the employee as talent but the employee does, it will arouse disappointment and higher turnover rate. As discussed earlier, there is inclusive approach and exclusive approach in the talent management general framework (see Figure 1). The inclusive approach includes all of the employees in the organization as talent whereas the exclusive approach includes part of the employees as talent. It is suggested that an exclusive approach allows closer contact with supervisors and manager to a competent talent management practice to reduce the misperception of talent.

2.2 Generalized social exchange theory

Social Exchange theory [SET] deals with the employer to employee relationship in exchange of incentive for employees' input. When more incentive is given by the company, the employees are expected to gain greater

satisfaction. Reciprocal rules/exchange is also one of the contexts to measure the relationship (Abdullah, 2017; Cropanzano & Mitchell, 2005). Additionally, Cropanzano and Mitchell (2005) suggested that these reciprocal exchanges affect the degree of the relationship and employers have to focus on how to motivate the employees to engage more in the company's activities since different people have different backgrounds and cultures which differ the reciprocity.

Blau (1964, p. 91) defines Social Exchange as: “*voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do, in fact, bring from others*”. When economic exchange focuses more on monetary benefits such as salary raise and bonus, social exchange focuses more on economic and emotional aspects such as recognition and one's status. Employees tend to have a positive relationship when their employers can satisfy their needs. As a result, when the employer promises to return on what the employee is perceived, social exchange is developed. As a result, this will lead to trust of the company and extend the employer to employee relationship. (Abdullah, 2017)

In the hospitality context, Ma and Qu (2011) have further developed social exchange: leader-member exchange, coworker exchange, and customer-employee exchange. These are correlated with hotel employees especially at the frontline as they have social exchange with guests, supervisors, managers, as well as other colleagues. The authors note that coworker exchange and customer-employee exchange are suitable in the hospitality context as everyone in a hotel is working as a team to produce high service quality, and therefore customer service is involved all the time. Other than that, hotel guests are passive during the service process and they are the ones who receive the service from hotel employees. However, if the guest is active, it will increase the social exchange between customer and employee that can provoke organizational citizenship behavior (Ma & Qu, 2011). The authors' study also suggested that hotel managers should pay attention to their employees' motivation. If they are eager to help the other coworker that the behavior is reciprocated, they will bring the organizational citizenship behavior to help their guest. This implementation is

useful to foster a better working atmosphere and fulfill above the guest's expectation.

2.3 Psychological contract

Psychological contract can be defined as “*an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party. Key issues here include the belief that a promise has been made and a consideration offered in exchange for it, binding the parties to some set of reciprocal obligations*” (Rousseau, 1989, p. 123). Generally, there are several elements of Psychological contract fulfillment (Freese, 2007; Rousseau, 1995, as cited in Sonnenberg et al., 2014, p. 273):

- *Perceived employee obligations*: employees are obligated to cooperate, commit to their employer as well as being loyal and respectful and thus show their potentials
- *Perceived employer obligations*: employers are promised provide room for training, further career path and development, and maintain a good working atmosphere
- *Psychological-contract evaluation*: it is measured based on perceived psychological contract fulfillment or breach of the obligations

Around a decade later, Rousseau (2004, p. 120) has developed six features of psychological contract:

- *Voluntary choice*: Employees have their own choices to participate based on the promise which they make the commitment to the employer. The author stated that voluntary commitments made by the employees are more likely to stay with the same employer.
- *Belief in mutual agreement*: An employee's psychological contract is based on his/her own understanding. Even though the employer and employee have made a mutual agreement, the perception of the agreement from both parties might be different.
- *Incompleteness*: In an employment relationship, sometimes the particularities of the contract are not clear at the beginning of the

relationship which either employer or employee has to be negotiated during the employment.

- *Multiple contract makers*: Employee receives information from different sources such as direct manager, human resources manager, and other top management. Different information received by the employee will affect the agreement of the psychological contract between employee oneself and the employer.
- *Managing losses when contracts fail*: When one of the parties fails to fulfill the agreed commitment, it may lead to strong negative reaction. In that case, the violated party will put effort to manage the loss so the relationship is recovered.
- *Model of the employment relationship*: A psychological contract is similar to a mental model, which ensures the understanding of the expectation from employer and employee within the relationship. The model enables both parties to improve in the future.

Moreover, there are two types of psychological contract: *transactional psychological contract* and *relational psychological contract*. The author mentioned both contract terms can be considered at each end of a contractual continuum. Transactional psychological contract is specific, short term and monetizable exchange (Rousseau, 1995; Coyle-Shapiro & Kessler, 2000). Transactional psychological contract consists of economic condition as primary incentive, low flexibility, limited personal involvement at the job, use of existing skills, unambiguous terms understood by outsiders, commitments limited to well-specific conditions, and close ended time frame (Rousseau, 1995, p. 91). That is, employees pursuing transactional psychological contract perceive their current workplace as a source of income and place to work (Lu et al., 2016). The authors have further explained that these kind of employees are more likely to leave the jobs due to their limited contributions and low commitment to the organization. Therefore, employees having transactional psychological contract will not have a good relationship with colleagues, supervisors, as well as managers. On the other end of the continuum is the relational psychological contract, this psychological contract is about long term,

open ended and affective relationship (Lu et al., 2016; Liu et al., 2020). Rousseau (1995, p. 92) suggested that relational psychological contract consists of emotional involvement as well as economic exchange, whole personal relation, open ended time frame, written and unwritten terms, dynamic and subject to change during the employment, extensive conditions, and personal and implicitly understood. Lu et al. (2016) considered relational psychological contract as a non monetary exchange which results in positive effect on employee behaviors (Liu et al., 2020) such as loyalty and trust can be discovered, thus maintain long term employment relationship (Lu et al., 2016). In return, employees perceive relational psychological contract will have the willingness to go beyond their own responsibilities and aim to provide high service quality.

The psychological contract is about the relationship between an employee and the company. It indicates what they both agree on in the beginning, what does the employee perceives, and what does the company offers to the employee. The psychological contract is connected to the employee's commitment, therefore if there is a difference between the employee's perception and company's offering, the employee is not satisfied which leads to a negative relationship as well as one's turnover intention (Suazo et al., 2009; Abdullah, 2017).

2.4 Turnover intention

Studies have shown the difficulties in retaining employees in regards to turnover intention in the hospitality industry. Drawbacks of having a higher turnover rate in certain hotels and organizations will result in lower service quality at that particular workplace as well as the image itself (Kim et al., 2015; Yang et al., 2012). Moreover, from the employer's perspective, high employee turnover will also generate more cost in replacing new employees such as recruiting and training (Yang et al., 2012; Mohsin et al., 2015). Mohsin et al. (2015) also stated that it takes some time for the new employee to adopt the new working environment, meaning that they might not be able to provide heartfelt service since they are also obtaining necessary skills and knowledge.

In fact, few factors are affecting the employees to leave one's hotel or organization. With the accordance to different studies, it is found that job stress/pressure, depression, job security, salary, work commitment, and job dissatisfaction are the main reasons that provoke them to leave their jobs (Jang & George, 2012; Mohsin et al., 2015; Yang et al., 2012). Other than that, Jang and George (2012) and Mohsin et al. (2015) also mentioned that the working environment such as long and on shift working hours will increase their intention to leave their job. The aforementioned researches show the downside of turnover intention in the tourism and hospitality industry. Kim et al. (2015) suggested a mentoring program to reduce the turnover rate in hotels. The concept behind this is that mentoring is a relationship between a senior or experienced employee as a mentor and a junior or less experienced employee as a mentee. The mentor will support the mentee's job daily responsibilities, improve one's job performance as well as solving problems. Such a relationship will be beneficial to the mentee's personal and career development in addition to a higher degree of commitment within the workplace.

In order to link different theories together for this research, the factor of turnover intention could be because of psychological contract. Few studies have shown the impact of psychological contract on employees' performance, with a focus on turnover intention. Hemdi et al. (2011) pointed out that it is difficult to retain skilled employees in the hospitality industry. The author also noted that the psychological contract of hotel employees not only increase their intention to leave the organization but also disintegrate the organization's knowledge base as well as bringing extra cost of hiring a new colleague for replacement. On top of that, the psychological contract is breached when the employer is not able to satisfy the contract and expectation which the willingness to leave will be higher. As a result, hospitality managers should take it into account on how to retain their employees in their own hospitality organizations.

2.5 Work engagement

Work engagement is defined as *“positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”* (Schaufeli et

al., 2002, p. 74). The authors have further explained that vigor, dedication, and absorption in the study. Vigor means energetic and high level of adaptation when working, the willingness to contribute more at work, and deal with every issue, dedication is defined as a sense of importance, loyalty, commitment, enthusiasm and obstacle, and absorption identifies as giving full attention and immerse in one's work. Studies regarding work engagement have shown that it brings positive results such as low burnout (Schaufeli et al., 2002; Saks, 2006), organizational commitment (Saks, 2006), job satisfaction (Saks, 2006), organizational citizenship behaviour (Saks, 2006), and turnover intention (Saks, 2006; Karatepe & Ngeche, 2012). Hotel employees especially for those who are working at the frontline becoming more energetic, engaged, and enthusiastic at work through performance feedback from supervisors and managers, training and rewards (Karapete, 2013; Karatepe & Ngeche, 2012; Li et al., 2012). Such supports will improve employees' service quality which allow ones to take more job responsibilities and increase their willingness to go to the front handling guest's issues. On top of that, engaged employees are more willing to go beyond their responsibilities and put extra effort to satisfy their guests (Karapete, 2013). From this behaviour, employees are not only more motivated but also gaining trust and high quality relationships with their employers (Li et al., 2012; Saks, 2006). Work social support and job autonomy can enhance employees' work engagement and they know what their future career paths are. From the employer's point of view, their employees are a representative of the hotel and it would be a big advantage to boost the reputation as well as the organization's legitimacy (Karatepe & Ngeche, 2012).

2.6 Hypothesis development

When talent management practices are offered to employees, they will perceive themselves as a talent. The perception of the employees are in line with the employers' expectation. Sopiah et al. (2020) investigated nurses in Indonesia regarding talent management, work engagement, as well as employee performance. The result from the study shows that talent management significantly related to work engagement. Having positive work engagement will lead to higher sense of belonging, work performance, and promote competitive advantage (Sopiah et al., 2020). Therefore, for this research, it is proposed that perceived talent management practices will boost work engagement. This leads to the following hypothesis:

H1. There is a positive relationship between perceived talent management practices and work engagement.

In order to retain and attract talents in the tourism and hospitality industry, it is important to have the reciprocal social exchange to gain trust and commitment. Empirical evidence shows that the more perceived talent management practices are offered, the degree of psychological contract fulfillment is higher (Sonnenberg et al., 2014). In the study, the authors have examined near 3000 employees from over 20 intentional organizations in Europe. They also mentioned that the number of perceived talent management practice is significantly related to psychological contract fulfillment. Talent management practices are offered to the employees from their employer during the employment at the hotel or hospitality organizations. Those are offered to the employees for future development of their skills and talents. Another study by Mensah (2018) measuring 500 employees from parastatal institutions in Ghana. The result shows that perceived talent management practices have significant positive effect on psychological contract fulfillment. Moreover, consistent with social exchange theory (Blau, 1964), employees will change their perception of being valued as a talent. In return, for this research, it is proposed that the offering of perceived talent management practices will

increase the degree of psychological contract fulfillment. This leads to the following hypothesis:

H2. There is a positive relationship between perceived talent management practices and psychological contract fulfillment.

As mentioned earlier, there are inclusive approach and exclusive approach in the general talent management framework. While the framework is using this term, Seopa et al. (2015) is describing whether the employees are in the talent pool or not. When the employees perceived themselves as a talent but they are not offered talent management practices, the difference of the perception is appeared. The employees are not committed to the employer and violate the psychological contract. Although the study of Sonnenberg et al. (2014) shows partial significance between perceived talent management practices and psychological contract breach in such a huge number of respondents, Seopa et al. (2015) noted that employees who are included in the talent pool feel more relational compared to those who are not included. While Sonnenberg et al. (2014) has a bigger data set, Seopa et al. (2015) have almost 500 respondents in the study which a little bit less than half (48.7%) of them are in the talent pool. As a result, for this research, it is proposed that less offering perceived talent management practice to employees will arouse psychological contract breach. This leads to the following hypothesis:

H3. There is a negative relationship between perceived talent management practices and psychological contract breach.

Engaged employees tend to gain more trust from supervisors and managers and better relationship, and therefore cause positive results such as lower intention to leave and high service quality. Karatepe and Ngeche (2012) have reported that work engagement has a negative influence in turnover intention among hotel employees in Cameroon. Schaufeli and Bakker (2004) also noted that work engagement reduced turnover intention among employees from 4 services organizations in the Netherlands. Saks (2006) also had a similar discovery among employees working in a variety of jobs and organizations in Canada. Other than that, Lee et al. (2008) investigated that work engagement is

negatively related to turnover intention among employees from private organizations in Kuala Lumpur, Malaysia. As a result, for this research, it is proposed that work engagement will lower turnover intention. This leads to the following hypothesis:

H4. There is a negative relationship between work engagement and turnover intention.

Followed by the second hypothesis, when the employees are satisfied in psychological contract, their intentions to leave is lower. Sheehan et al. (2019) investigated over 1000 nurses working in Australian States and Territories. The study shows that greater degree of psychological contract fulfilment of job content and social atmosphere promises are related to a decreased intention to leave the nursing profession. Lower turnover rate can save additional cost in recruiting and training new employees. Hence, for this research, it is proposed that psychological contract fulfilment will lower turnover intention. This leads to the following hypothesis:

H5. There is a negative relationship between psychological contract fulfilment and turnover intention.

Several studies have shown that psychological contract breach can result in different negative effects, such as job satisfaction (Zhao et al., 2007), organizational citizenship behaviour (Saks, 2006; Robinson & Morrison, 2000), organizational commitment (Saks, 2006), and turnover intention (Saks, 2006; Karatepe & Ngeche, 2012). In terms of attitude, psychological contract breach can also lead to lower trust, job satisfaction, and commitment (Bal et al., 2008). Furthermore, Moquin et al. (2019) have found how unmet expectations affect psychological contract breach and turnover intention in the information technology industry. The result was collected from some internet technology professionals through sampling with specific characteristics, it shows that psychological contract breach will lead to turnover intention. Chen and Wu (2017) also noted that psychological contract breach is significantly related to turnover intention among tourist hotel employees. As a result, for this research, it is proposed that psychological contract breach will trigger turnover intention.

This leads to the following hypothesis:

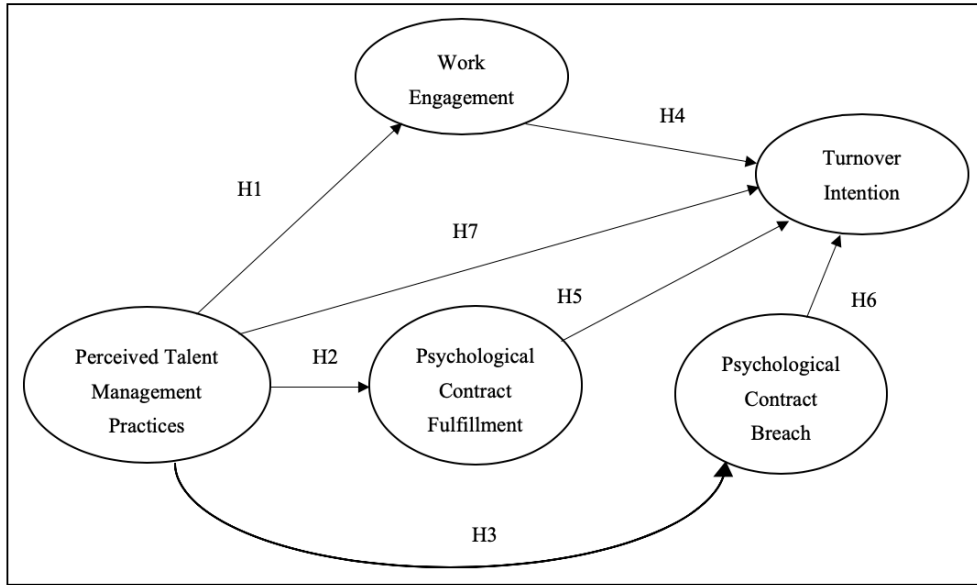
H6. There is a positive relationship between psychological contract breach and turnover intention.

Mensah (2019) examined employees in the talent pool of commercial banks in Ghana. The result shows that talent management has an influence on affective commitment and reducing turnover intention. Bui and Chang (2018) also notes perceived hard talent management practices have been negatively related to turnover intention among public official employed in Danang, Vietnam using quota sampling method. Moreover, Generation Y employees who are born after 1980 working in the different hospitality segments such as star level hotels, restaurants, and airlines in several regions around the globe. The result shows that talent management practices perceived by Generation-Y employees has a negative significance to their intention to leave the organization. Based on the evidence, for this research, it is proposed that perceived talent management practices will lower turnover intention among hotel employees. This leads to the following and last hypothesis of the research:

H7. There is a positive relationship between perceived talent management practices and turnover intention.

Based on the reviewed literature, the conceptual framework of the thesis is proposed as follows (see Figure 2).

Figure 2. Proposed conceptual framework.



Chapter 3 - Methodology

3.1 Research approach

There are different types of research designs, such as exploratory, descriptive, and explanatory (casual). The objective of explanatory research is to explore more ideas to have a better understanding of the current issue. For descriptive research, it is to gain information to analyze the market trend and evaluate the hypotheses. With regards to explanatory (casual) research, the approach is to give proof to the cause effect relationships to characterize the research questions and variables. (Hair et al., 2013)

Apart from research designs, as Hair et al. (2013) state, there are also three research approaches: quantitative, qualitative, and mixed methods. The quantitative research approach consists of collecting information to have a correct forecast between market behaviors and factor, make a validation of the relationships, and test the hypotheses. Such a research approach requires a large number of samples as well as an adequate sampling to show the population. Examples for quantitative research approach are Person-administered (i.e. In-home interview, Mall-intercept interview), Telephone-administered (i.e., Traditional telephone interview, Computer-assisted telephone interview [CATI], Wireless phone surveys), and Self-administered (i.e. Mail surveys, Online surveys, Mail panel surveys, Drop-off surveys). For this research approach, analytical skills in statistics and the explanation of numbers are required.

A qualitative research approach is used to explore ideas to understand a phenomenon and study deeper into quantitative research. Such a research approach allows the researcher to get in touch with his/her participant, so that, the amount of sample is smaller than that in quantitative research. Examples for qualitative research approach In-depth interview [IDI], Focus group interview, Case study, and Ethnography. For this research approach, it is more focused on the researcher's interpersonal skills with the participant and explanation of the text and/or video. (Hair et al., 2013)

For this research, quantitative research approach with self-administered survey/questionnaire is used. By using quantitative research approach, it is easier for the researcher to gain a bigger sample size and collect precise data. Moreover, participants can fill out the questionnaire easily with every electronic device, whenever they feel comfortable to do it, as direct observation is not needed.

3.2 Instrument

A questionnaire was designed based on previous studies and the talent management practices mentioned below (see Appendix 1). 22 relevant statements were added to the perception of talent management practices on turnover intention of hotel employees which were adopted from studies of studying talent management (Sonnenberg et al., 2014; Kampkötter et al., 2016; Karkoulian et al., 2016; CIPD, 2006), work engagement (Schaufeli et al., 2006), turnover intention (Karatepe & Ngeche, 2012; Chen & Wu, 2017), and psychological contract fulfillment (Chen & Wu, 2017; Robinson & Morrison, 2000) in the hospitality industry. The chosen statements aimed to obtain information on several topics such as Talent management practices, Work engagement, Turnover intention, and Psychological contract fulfillment. Some of the statements were reduced so that the statements answered followed by turnover intention would not be enormous for the respondents. Originally, statements from Training and Work engagement from other studies were taken into account in the questionnaire. However, it was found that the current statements of work engagement were stronger which could better support the theory, so Training was removed. This was carried with an approach of the layout of the questions that gave a questionnaire design, due to the reverse coded statements remained the same compared to the original whole statements from the studies taken. The last part of the questionnaire involved demographic information of the respondents.

According to Chartered Institute of Personnel and Development [CIPD] (2006), there are 18 Talent Management Practices:

- *Internal coaching*

- *External coaching*
- *Mentoring and buddying*
- *In-house development programs*
- *High-potential development schemes*
- *Graduate-level development programs*
- *Cross-functional job assignments*
- *Internal secondments*
- *External secondments*
- *Job rotation*
- *Job shadowing*
- *Courses at external institutions*
- *MBA*s
- *Development centers*
- *Succession planning*
- *Assessment centers*
- *360° feedback*
- *Action-learning sets*

In the questionnaire, the respondents were asked to rate the statements towards their feelings at work, as well as various statements regarding their turnover intention and psychological contract-fulfillment. For their feeling at work, a 7-point scale was used (0: Never, Never; 1: Almost Never, A few times a year or less; 2: Rarely, Once a month or less; 3: Sometimes, A few times a month; 4: Often, Once a week; 5: Very often, A few times a week; 6: Always, Everyday). Regarding their turnover intention and psychological contract-fulfillment, another 7-point Likert scale was used (1: Strongly disagree; 2: Disagree; 3: Somewhat disagree; 4: Neither disagree or agree; 5: Somewhat agree; 6: Agree; 7: Strongly agree).

3.3 Sampling

Sampling refers to a small portion of the population is selected to represent the whole population and collect information to make perception (Hair et al., 2013). They also define the population as groups of units such as people,

products, and organizations which are under the interest of the researcher to be investigated.

There are two sampling methods which are probability and non-probability sampling (Hair et al., 2013). In this research, the non-probability sampling method is used. Hair et al. (2013) explain non-probability sampling is that the selected units are not random, it is selected based on the knowledge and judgment of the researcher himself/herself and there is a possibility of not being presentative of the whole population. Examples for non-probability sampling methods are Convenience sampling, Judgment sampling (also known as purposive sampling), Quota sampling, and Snowball sampling. Quota sampling is one of the sampling methods used in some of the researches, which means that the samples are chosen with the accordance to the specific characteristics such as demographics, attitude, and behavior. Using such sampling methods enable the researcher to include a specific group of the sample in the study. However, with this non-probability sampling method, the generalizability of the result is beyond the researcher's ability. The sampling method used in this research is judgment sampling, meaning that the selected sample is chosen based on the researcher's point of view to be studied in the research. Nevertheless, with non-probability sampling, it is difficult to generalize the results collected (Hair et al., 2013).

The population of this research is employees who are currently working or have recently worked in the hotel industry. As mentioned previously, implementing purposive and quota sampling methods, the sample of the research is chosen randomly. Since the researcher aims to study the turnover intention of hotel employees, it is mandatory to include certain criteria in the sample. Respondents should have prior experience in working at a hotel such as internships, apprenticeships, part time jobs, or full time jobs.

Moreover, at the beginning of the questionnaire, a screening question was set up to distinguish qualified respondents and avoid unqualified respondents to be included in the questionnaire. The respondents were asked to state the industry they have been working/ recently worked in. Therefore, for those who

chose Hotel can proceed to the next section, and this completes the survey. For the ones who chose Hostel, Theme Park, Cruise, Aviation, Banking & Finance, or Other are set not to proceed to the next section and it will be considered as invalid response as they are not the researcher's target respondents.

3.4 Data collection

The data was collected online through Google Forms. The link to the questionnaire was distributed on Facebook and LinkedIn. For Facebook, it was posted in Modul University Alumni Network as it could have a higher chance of having more experienced respondents who are currently working at a hotel. Other than that, different groups consist of hotel employees were attempted to post the link so as to receive some responses outside the Modul University Community. The author had also sent several emails to 3 Stars to 5 Stars Hotels in Vienna and Hong Kong as he had worked in both places for internships and had some connections which hoped the email recipients could share the link to their employees to have a broader analysis of the current talent management practices.

Before the questionnaire was officially sent, a feedback round had been made regarding the readability of the questions. The questionnaire was sent to a number of current students and Modul University graduates who are currently working at a hotel and employee who are working in Human Resources at the moment. As a result, 20 people have been asked and the feedbacks for the questionnaire were collected from 12 people. The author had adopted and made changes according to the comments received. Due to a variety of nationalities were expected to complete the questionnaire, English was chosen to be the language of the questionnaire, given the fact that English is the required working language for this thesis. However, some of the demographics were included in German as well such as job positions and education level since the questionnaire was sent in Vienna and some specific terminology were widely used in German such as education level and employment status (see Appendix 1).

3.5 Data analysis

In the questionnaire, 3 statements were related to talent management, 9 statements were related to work engagement, 5 statements were related to turnover intention, and 5 statements were related to psychological contract-fulfillment, while the final part of the questionnaire consisted of 11 demographic questions. For the data analysis, the Statistical Package for the Social Sciences (SPSS, version 21.0.0) was used. Descriptive analysis was used with the data in this research, followed by Explanatory Factor Analysis (EFA). EFA is used to discover the structure of the variables, to examine an underlying variable, and to reduce a data set to a smaller size instead of keeping the original information (Field, 2009, p. 628). For this research, it is decided to conduct EFA with promax rotation as an initial step and then apply EFA to confirm the constructs, test hypotheses in regards to the factor constructs and in doing this method so as to confirm the validity of the results. In assessing the structural relationships among the constructs involved in the conceptual framework, regression analysis was conducted. In particular, separate regression analyses were carried out for each pair of latent constructs, where individual specific factor scores from the EFA were computed for the constructs that were used as dependent/independent variables in the regression analyses.

3.6 Ethical issues

Nunan and Di Domenico (2013) mentioned that there are a few challenges when it comes to the privacy of the data collected. At the same time, the authors also stated that a specific code of conduct has to be followed. Taking that into consideration, since the respondents are involved in this research, they are ought to be treated ethically so that they cannot be discovered by simply looking into each response from the questionnaires.

All of the questionnaires were treated with anonymity and confidentiality, the responses collected from Google Forms were provided as a Microsoft Excel file and from the file, it was converted into comma-separated values [CSV] data file. The data file was stored on the researcher's computer. The questionnaire was designed in a way that the respondents could not be identified. In the

instrument, questions such as ethnicity are offensive to the respondents and therefore should be omitted as it was not the information needed for this research which might be considered inappropriate in the questionnaire.

3.7 Limitations

Hair et al. (2013) mentioned there are pros and cons of using Self-administered surveys. The advantage is that it is cost effective to obtain the data, respondents are free to choose when, where, and the time frame to complete the survey. Other than that, there is no bias due to the researcher's facial expression, body language, or the tone him/herself. Most importantly, respondents are willing to participate in the survey as it will be treated with anonymity and confidentiality. On the other hand, the disadvantage of using a Self-administered survey is that it is not possible to collect other data other than the questions inside the survey. Even the participants receive the invitation to complete the survey, most of them will not complete and submit it. Not having the researcher's presence may also lead to misunderstanding of questions and instructions of answering them. Moreover, the respondent may not fully understand the question and provide an incorrect answer or skip one of the sections during the completion of the survey. During the test round, it was carried with students or graduates from different age groups and academic levels. Therefore, some of the statements and questions were modified according to the comments received from the feedback round.

For this research, when the researcher is collecting the information for the questionnaire, concerns regarding receive adequate number of completed questionnaires. Such circumstances will lead to a biased result which might be generating a different result from previous related researches. The questionnaire was opened for receiving responses on 21 April 2020 and closed on 6 July 2020. 141 responses were received in total, with 120 of valid responses which have chosen 'Hotel' as their industry that they have been currently working or have been recently in.

Chapter 4 - Results

4.1 Profile of the respondents

In this chapter, the results of the self-administered survey are presented and an analysis is provided the relationship between talent management practices, work engagement, turnover intention and psychological-contract fulfilment among hotel employees. First and foremost, demographic information and educational background are presented as follows in Table 2, and specific information regarding the workplace and work experience are presented in Table 3 for the 120 respondents to the questionnaire.

Table 2. Demographic information and educational background of the respondents (n=120)

Gender	Per cent	Nationality	Per cent
Female	62.5	African American	1.7
Male	37.5	Armenian	0.8
Age		Austrian	20.8
Under 20	3.3	Belgian	1.7
20-30	65.0	British	2.5
31-40	26.7	Canadian	1.7
41-50	3.3	Chinese	4.2
51-60	1.7	Czech	1.7
Education Level		Dutch	1.7
Secondary school	5.0	Estonian	0.8
Higher general secondary school	16.7	French	2.5
Professional Training	3.3	German	5.8
College for higher vocational education	12.5	Greek	0.8
Diploma	6.7	Hong Kong	9.2
Bachelor (BA/BBA/BSc)	40.8	Hungarian	2.5
Masters (MSc/MA/MBA)	15.0	Indonesian	0.8
Employment status		Iranian	0.8
Full-time	60.8	Italian	0.8
Part-time	18.3	Korean	1.7
Internship	9.2	Lithuanian	0.8
Apprenticeship	0.8	Mongolian	0.8
Short-time work	2.5	Polish	0.8
Temporarily unemployed	8.3	Portuguese	0.8
		Romanian	2.5
		Russian + Belgian	0.8
		Singaporean	0.8
		Slovak	7.5
		Slovenian	0.8
		South African	0.8
		Swedish	0.8
		Taiwanese	0.8
		Thai	9.2
		Ukrainian	2.5
		Uzbek	4.2
		Vietnamese	3.3

The first half of the demographic information is some basic information as well as educational background of the respondents. As seen in Table 2, female outweigh male. Regarding the age of the respondents, more than 60% (65%) are aged between 20 and 30 and more than a quarter (26.7%) were between 31 and 40, meaning that nearly 70% (68.3%) are younger than 30. Majority (40.8%) of

the respondents are studying or had recently finished a Bachelor degree program, however, respondents having earlier educational level such as Secondary school (5.0%), Higher general secondary school (16.7%), Professional Training (3.3%), College for higher vocational education (12.5%), or higher educational level such as Diploma (6.7%) and Masters (15.0%) are also presented in the questionnaire.

With regards to the nationality of the respondents, more than 30 nationalities are shown in the data. As seen from the above table, more than half (57.2%) of the respondents are Europeans such as Austrian (20.8%), Slovak (7.5%), and German (5.8%). The rest of the respondents are mainly from Asia such as Thailand (9.2%), Hong Kong (9.2%), China (4.2%), Uzbekistan (4.2%), and Vietnam (3.3%). Apart from Europeans and Asians, African American (1.7%), Canadian (1.7%), and South African (1.7%) are also presented in the questionnaire.

Employment status is presented in Table 2. More than half (60.8%) of the respondents are Full-time employees, less than one-fifth (18.3%) are Part-time employees, less than one-tenth (9.2%) are on an Internship, few respondents are under Short-time work (2.5%) and Apprenticeship (0.8%), and 8.3% of the respondents are temporarily unemployed. Ford and Sturman (2020) stated that the difference between internship and apprenticeship is that internship is usually a short term work for the employees to gain experience in the specific field, and it is less formal than apprenticeship. Apprenticeship usually lasts longer than internship (2 years as mentioned by the authors), it includes on the job training and coaching which allow the employees to gain knowledge in operational aspects as well as personal development.

In the second half of the demographic information in the questionnaire, respondents are asked to indicate the name and star level of the workplace, working department, level of their positions, experience at the current hotel, and total working experience in the hospitality industry. As seen in Table 3, the respondents are widely spread into different hotels. The researcher has removed the location of the hotels and only included the brand itself to the analysis. After

combing all the hotel brands into the same group, it can be seen that a little more than 40% (40.7% in fact) of the respondents are working at Marriott International, less than one-tenth are from Accor Hotels (8.2%) and Hyatt (5.9%), The minority of the respondents are from other Hotel groups such as Hilton (4.1%), InterContinental Hotels Group (3.3%), and Radisson Hotel Group (2.5%) etc. Less than one-tenth (7.5%) of the respondents are from other smaller chain hotel groups.

Table 3. Specific information regarding the workplace and work experience of the respondents (n=120)

Name of workplace	Per cent	Star level of the workplace	Per cent
Marriott International	41.7	1 Star	0.8
Accor	8.3	3 Stars	24.2
Hyatt	5.8	4 Stars	23.3
Hilton	3.3	5 Stars	51.7
InterContinental	3.3	Working department	
Langham Hospitality Group	2.5	Front Office	47.5
Radisson Hotel Group	2.5	Food & Beverage (F&B)	23.3
Mandarin Oriental	1.7	Sales & Marketing	12.5
Shangri-La	1.7	Human Resources & Training	9.2
Dorint Hotels & Resorts	0.8	Housekeeping	2.5
Four Seasons Hotel	0.8	Reservations	2.5
Lux Hotel	0.8	Accounting	1.7
Melia Hotel International	0.8	Maintenance	0.8
OZO Hotels and Resorts	0.8	Level of the position	
Pan Pacific Hotels and Resorts	0.8	Entry/Operational	56.7
Rosewood Hotels and Resorts	0.8	Supervisor	18.3
Ruby Hotel	0.8	Managerial	25.0
Vienna House	0.8		
others	7.5 ¹		
Experience at the respective hotel		Experience in the Hospitality industry	
Under 1 year	41.7	Under 1 year	14.2
Between 1 and 4 years	47.5	Between 1 and 4 years	35.8
Between 4 and 7 years	7.5	Between 4 and 7 years	25.8
Between 7 and 10 years	2.5	Between 7 and 10 years	4.2
Over 10 years	0.8	Over 10 years	20.0

¹The percentages do not add up to 100, as seventeen respondents didn't answer or give a correct answer to this question.

Among all the hotels, a little more than half (51.7% in fact) of the respondents are working in a 5 Stars hotel, a bit less than a quarter are working in a 4 Stars hotel (23.3%) and a 3 Stars hotel (24.2%) respectively. Regarding the respondents' working department, almost half (47.5%) are working in Front Office, a little less than a quarter (23.5% in fact) are working in Food and Beverage (F&B), some of the respondents are working in Sales and Marketing department (12.5%), less than one-tenth are in Human Resources and Training (9.2%), the minority of the respondents are in some other departments such as Housekeeping (2.5%), Reservations (2.5%), Accounting (1.7%), and Maintenance (0.8%).

Other than knowing the distribution of the working departments, it is also important to look into the level of their positions. More than half (56.7%) of the respondents are at entry or operational positions, less than one-fifth are at supervisory positions and a quarter (25%) of the respondents are at managerial positions. After looking into their positions, the researcher has asked the respondents to indicate how long they have been working in their current hotels or organizations as well as their total working experience in the hospitality industry as the last question to end the demographic information in the questionnaire. Almost half (47.5%) of the respondents have been working at their current hotels or organizations for 1 to 4 years and for under 1 year (41.7%) respectively. Less than one-tenth (7.5%) have been working for 4 to 7 years, a minority have been serving their hotels or organization for 7 to 10 years (2.5%) and over 10 years (0.8%). When it comes to respondents' total working experience in the hospitality industry, less than one-fifth have under 1 year of working experience (14.2%), almost 40% (35.8%) of the respondents have 1 to 4 years of experience. A little more than a quarter (25.8% in fact) of them have 4 to 7 years of experience and less than one-tenth (4.2%) of them have 4 to 7 years of experience. Last but not least, it is interesting to see that one-fifth of the respondents (20%) have more than 10 years of experience in the hospitality industry. Comparing these two questions, the percentage of working for under 1 year in the current hotel and the total working experience drops by almost 30% (27.5% in fact). It can be observed that respondent have changed their job to

other hotel but they have certain experience in the hospitality industry already. Another essential point to look into this question is that although only a small percentage (0.8%) of the respondents work in the same hotel for over a decade, there are a quarter (20%) of the respondents have more than 10 years of experience in the hospitality industry, meaning that they are the experienced ones among all the respondents.

4.2 Descriptive statistics

In this section, descriptive statistics of talent management practices will be presented in Table 4, followed by work engagement in Table 5, as well as turnover intention and psychological contract fulfillment in Table 6. First of all, the respondents were asked to indicate whether they perceive themselves as a talent in the organization and choose the talent management practices they have been offered during the employment. One of the questions and the talent management practices were obtained from several literatures. As shown in Table 4, almost all (90.8%) of the respondents perceive themselves as talent in their hotels or organizations while less than one-tenth (9.2%) do not. Yet, for the next question, only a little more than half (50.8%) of the respondents have been offered talent management practices.

Table 4. Perception of a talent and offering of talent management practices (n=120)

I perceive myself as a talent for this organization	Per cent	I have been offered talent management practices	Per cent
Yes	90.8	Yes	50.8
No	9.2	No	49.2
I have been offered the following talent management practices			
Internal Coaching	73.8	Job rotation	19.7
External Coaching	42.6	Job shadowing	23.0
Mentoring and buddying	55.7	Course at external institutions	11.5
In-house development programs	55.7	MBAAs	1.6
High-potential development schemes	16.4	Development centers	4.9
Graduate-level development programs	4.9	Succession planning	16.4
Cross-functional job assignments	36.1	Assessment centers	13.1
Internal secondments	19.7	360° feedback	39.3
External secondments	6.6	Action-learning sets	21.3 ²

²The percentage is more than 100, as the respondents can choose more than one option in this question.

Regarding the offering of talent management practices, as mentioned above, respondents can choose more than one practice when they have been offered any. Nearly third-fourth (73.8%) have been offered internal coaching, followed by mentoring and buddying (55.7%) and in-house development programs (55.7%). A little more than 40% (42.6% in fact) have been offered external coaching and nearly 40% (39.3%) have been offered 360° feedback and cross-functional job assignments (36.1%). Around a quarter (23%) have been offered job shadowing and action-learning set (21.3%). The minority goes to job rotation (19.7%), second internal secondments (19.7%), high-potential development schemes (16.4%), and succession planning (16.4%) etc.

Table 5 shows the descriptive statistics of work engagement. Respondents answered on a 7-point scale to the statements how they feel about their work/workplace. Most respondents feel positive about their work as indicated by the response patterns to the higher levels (i.e., Often, Very often, Always) of the 9 statements, ranging from 74.2% to 87.4%. Specifically, respondents more

frequently feel at work such as WE7 (I am proud of the work that I do.) (87.4%), WE3 (I am enthusiastic about my job.) (85.8%), and WE6 (I feel happy when I am working intensely.) (85.8%). However, only a little less than 70% (68.3% in fact) have a positive feeling to WE9 (I get carried when I am working.), meaning that they are not taking things too far or excited at work. From this statement, it can be seen that 16.7% of the respondents do not always have that feeling. On the other hand, it is discovered that a little more than one-tenth (11.7% in fact) of the respondents said that they less frequently feel at work such as WE9 (When I get up in the morning, I feel like going to work.). Even though there are a number of respondents (ranging from 9.2% up to 17.5%) chose 3 (Sometimes) in each statement, in overall, most of them feel engaged at work.

Table 5. Descriptive statistics of work engagement.

Item	0 Never	1	2 ←	3	4 →	5	6 Always
WE1	0.0%	0.0%	6.7%	17.5%	25.0%	39.2%	11.7%
WE2	0.0%	1.7%	3.3%	13.3%	17.5%	45.0%	19.2%
WE3	0.0%	1.7%	0.0%	12.5%	17.5%	42.5%	25.8%
WE4	2.5%	1.7%	3.3%	12.5%	22.5%	36.7%	20.8%
WE5	1.7%	5.0%	5.0%	14.2%	32.5%	19.2%	22.5%
WE6	0.0%	2.5%	2.5%	9.2%	26.7%	23.3%	35.8%
WE7	0.0%	0.8%	2.5%	9.2%	13.3%	33.3%	40.8%
WE8	0.0%	0.8%	2.5%	13.3%	22.5%	35.8%	25.0%
WE9 ³	2.5%	4.2%	10.0%	15.0%	25.8%	22.5%	20.0%

³List of statements can be found in Appendix 1.

Table 6 presents the descriptive statistics of turnover intention and psychological contract fulfillment. The ten statements were rated on another 7-point likert scale (Strongly disagree, Disagree, Somewhat disagree, Neither disagree or agree, Somewhat agree, Agree, Strongly agree) regarding the level of agreement. In terms of turnover intention, TI4 (I intend to keep working at the organization for at least the next three years.) has been recoded due to negative meaning and it is renamed as TI4_2 as shown in the table below. By simply looking at the table, the percentage is spread in each level of agreement in each statement. Part of the respondents (ranging from 34.9% up to 47.5%) agree to the statements such as TI4_2 (47.5%), TI5 (It is likely that I will look for a new job in the next year.) (43.3%), and TI1 (It is likely that I will actively

look for a new job next year.) (38.3%). Only 23.4% of the respondents express their agreement to TI2 (I often think about quitting my job.). Considering the disagreement, almost 70% (66.7%) of the respondents disagree TI2 and nearly 50% (47.5%) express their disagreements to TI3 (I intend to work with another organization within a year.). To conclude, it shows that the respondents' turnover intention is fluctuating, while 47.5% of them will stay with their organizations for the next three years, 66.7% of them often think about quitting their jobs.

In terms of psychological contract fulfillment, over 70% (ranging from 71.7% up to 73.7%) of the respondents agree to PCF3 (So far, my employer/hotel has done an excellent job fulfilling its promises to me.) (73.7%), PCF2 (My employer/hotel is fulfilling the promises made to me when I was hired.) (72.4%), and PCF1 (Almost all the promises made by my employer/hotel during the recruitment have been kept so far.) (71.4%). On the other hand, less than 15% of them disagree these three statements (14.2% in PCF3, 13.3% in PCF2, and 11.7% in PCF1). While almost 60% of the respondents disagree to PCF4 (I have not received everything promised to me in exchange for my contributions) (59.1%), over 70% disagree to PCF5 (My employer has broken many of its promises to me even though I have upheld my side of the deal.) (70.8%). All in all, even though a number of respondents (ranging from 10.8% up to 16.7%) chose 4 (Neither disagree or agree) in the five statements, respondents are quite satisfied of what they have been offered by their employers/hotels, they also think that they have received everything that their employers did not break it. Table 5 and 6 show that respondents are currently engage in their jobs, have a low intention to leave the position, and are pleased with what they have received.

Table 6. Descriptive statistics of turnover analysis and psychological contract fulfillment.

Item	1	2	3	4	5	6	7
	Strongly disagree		←		→		Strongly agree
TI1	14.2%	14.2%	6.7%	16.7%	10.8%	11.7%	25.8%
TI2	21.7%	22.5%	22.5%	10.0%	9.2%	5.0%	9.2%
TI3	14.2%	23.3%	10.0%	17.5%	10.8%	10.8%	13.3%
TI4_2	13.3%	9.2%	15.8%	14.2%	15.8%	16.7%	15.0%
TI5	15.0%	16.7%	7.5%	17.5%	10.8%	15.0%	17.5%
PCF1	1.7%	1.7%	8.3%	16.7%	21.7%	28.3%	21.7%
PCF2	0.8%	5.8%	6.7%	14.2%	20.8%	30.8%	20.8%
PCF3	0.8%	6.7%	6.7%	12.5%	22.5%	33.3%	17.5%
PCF4	20.8%	27.5%	10.8%	19.2%	12.5%	2.5%	6.7%
PCF5	38.3%	20.0%	12.5%	10.8%	5.8%	9.2%	3.3%

4.3 Exploratory Factor Analysis

Followed by presenting descriptive analysis, Explanatory Factor Analysis [EFA] has been carried out on the 19 items with promax rotation for the 120 respondents. Diagnostics statistics are presented on the top of Table 7 below. Bartlett test significance and Kayser-Meyer-Olkin [KMO] measure of sampling adequacy are shown in the table as well. Bartlett test significance is 0.000 ($p > 0.001$). For the KMO measure of sampling adequacy, the optimal value is between 0.5 and 0.7 with a bare minimum of 0.5 (Kaiser, 1974, as cited in Field, 2009). The KMO obtained is 0.836 in Table 7 which exceeds the benchmark ('great' according to Field, 2009). Given that the value generated, it confirms that EFA is appropriate for dimension reduction. An initial analysis is conducted to obtain eigenvalues for each construct in the data. Four components have eigenvalues above Kaiser's criterion of 1 and in combination explained 62.13% of the variance.

Based on the sample size and Kaiser's criterion on four constructs, this is the number of constructs that are remained in the final analysis. One of the variables (TI2) was removed, as this item had cross-loading for 2 constructs. The items that cluster on the same construct suggest that factor 1 represents work engagement, factor 2 represents turnover intention, factor 3 represents psychological contract fulfillment, and factor 4 represents psychological contract breach. Cronbach's alpha indicates the reliability of a questionnaire and the value should exceed 0.7 (Kline, 1999 as cited in Field, 2009). All four factors are above the range suggesting reliability of the constructs. As mentioned earlier in section 4.2, TI4 has been recoded due to reserve coded meaning. After recoding the item, factor 1 has the highest Cronbach's alpha value with 0.91, followed by factor 3 (0.89) and same value (0.84) in factor 2 and factor 4.

Table 7. Explanatory Factor Analysis of work engagement, turnover intention, and psychological contract fulfillment, and psychological contract breach.

Diagnostics					
Bartlett test significance	0.000				
KMO sampling adequacy	0.836				
Total variance explained	62.13%				
n	120				
Item	1	2	3	4	Cronbach's α
WE1	0.75				
WE2	0.71				
WE3	0.85				
WE4	0.68				
WE5	0.79				
WE6	0.80				
WE7	0.75				
WE8	0.71				
WE9	0.43				0.91
TI1		0.92			
TI3		0.54			
TI4_2		0.42			
TI5		0.98			0.84
PCF1			0.67		
PCF2			0.94		
PCF3			0.88		0.89
PCF4				0.84	
PCF5				0.78	0.84

4.4 Regression analysis

In the last section of this chapter, regression analysis has been conducted in Table 8 as well to provide evidence for the hypotheses proposed earlier in section 2.6. The relationship among each hypothesis is test as hypothesized. Evidence shows that perceived talent management practices is significantly related to psychological contract fulfillment, work engagement, and turnover intention.

Therefore, the result from the regression analysis between perceived talent managements and work engagement shows a statically significant and positive relationship between the constructs (coefficient = 0.35, $p < 0.05$), therefore H1 was accepted. The result from the regression analysis between perceived talent management practices and psychological contract fulfilment indicates a statically significant and positive relationship between the constructs (coefficient = 0.22, $p < 0.05$), therefore H2 was accepted. The results from the regression analysis between perceived talent management practices and psychological contract breach shows a statically insignificant and negative relationship between the constructs (coefficient = 0.08, $p > 0.05$), therefore H3 was rejected. The results from the regression analysis between work engagement and turnover intention indicates a statically significant and positive relationship between the constructs (coefficient = -0.44, $p < 0.05$), therefore H4 was accepted. The results from the regression analysis between psychological contract fulfillment and turnover intention shows a statically significant and positive relationship between the constructs (coefficient = -0.39, $p < 0.05$), therefore H5 was accepted. The results from the regression analysis between psychological contract breach and turnover intention indicates a statically significant and positive relationship between the constructs (coefficient = 0.46, $p < 0.05$), therefore H6 was accepted. The results from the regression analysis between perceived talent management practices and turnover intention indicates a statically significant and positive relationship between the constructs (coefficient = -0.20, $p < 0.05$), therefore H7 was accepted. From the regression analysis, it can be seen that perceived talent management practices play an important role in affecting most of the constructs.

Table 8. Regression analysis of the hypotheses.

			Standardized coefficient	t- value	Hypothesis
H1: Perceived Talent Management Practices	→	Work Engagement	0.35	3.99	Accepted
H2: Perceived Talent Management Practices	→	Psychological Contract Fulfillment	0.22	2.41	Accepted
H3: Perceived Talent Management Practices	→	Psychological Contract Breach	0.08	0.89	Rejected
H4: Work Engagement	→	Turnover Intention	-0.44	-5.25	Accepted
H5: Psychological Contract Fulfillment	→	Turnover Intention	-0.39	-4.53	Accepted
H6: Psychological Contract Breach	→	Turnover Intention	0.46	5.65	Accepted
H7: Perceived Talent Management Practices	→	Turnover Intention	-0.20	-2.24	Accepted

Chapter 5 - Discussion

The aim of this research is to investigate to investigate how perceived talent management practices are significantly related to social exchange, psychological contract, turnover intention, as well as work engagement of hotel employees. The aims of the research are achieved by exploring talent management practices offered to hotel employees, as well as examining the relationship between talent management practices and work engagement, psychological contract fulfillment, and turnover intention.

The results show that there is a positive impact on psychological contract fulfillment as a result of the increase in the number of perceived talent management practices such as internal coaching, external coaching, mentoring and buddying, in-house development programs, cross-functional job assignments, and 360° feedback. Respondents are offered ranging from 1 up to 15 practices out of the 18 practices in the list provided. The most frequently mentioned techniques are considered as perceived practices, which employees value themselves as a talent at their workplaces. A higher implementation of talent management practices is positively and significantly related to greater psychological contract fulfillment. In previous studies, psychological contract fulfillment has an effect on lower the intention to leave and increasing engagement at work. The results indicate the significant value of talent management practices when it comes to employment relationship between employer and employee. That is, more talent management practices lead to a great development in talent management in ones' hotel or organization, as a result, a better understanding to the employees if they are considered one of the talents by their employers, which also increase their perception of the promises made during the employment period.

As seen from the results above, it is discovered that most hospitality organizations are pursuing inclusive approach in the way that they include all their employees as talents, as almost all (90.8%) of the respondents said that they perceived themselves as a talent in the organization. On the other hand, only a little more than half (50.8% in fact) of the respondents have been offered

talent management practices. It could mean that half of the hospitality organizations have pursued exclusive approach which they include part of the employees as a talent, or the employees do not consider themselves as a then. This could lead to a misperception of a talent, and the employees could be less motivated at work. If the employer does not communicate his/her employees, it might increase their intention to leave as it might break the promises made before. Therefore, it is crucial that direct manager, training manager, and other top management should redefine the agreement from time to time so as to maintain a healthy employment relationship.

This thesis identified three underlying constructs that are important when examining the relationship between talent management and turnover intentions, that are Work Engagement, Psychological Contract Fulfillment, and Psychological Contract Breach. The work engagement factor mainly draws on three statements, they are “I am enthusiastic about my job”, “I feel happy when I am work intensely”, and “When I get up in the morning, I feel like going to work”. Even though these statements are just showing how do they feel towards their work, previous study show that positive attitude brings motivation and engagement to work which employees are able to go beyond their own work and satisfy guest’s needs and gain trust from the employer. Therefore, this factor is named as *Work Engagement*.

The factor turnover intention lies on the two statements, which are “It is likely that I will look for a new job in the next year” and “It is likely that I will actively look for a new job next year”. Although other statements in the construct are also asking whether the respondents will stay or leave the organization within a year or the next three years, these two statements clearly reflect their intention to leave their current jobs. On this basis, the name *Turnover Intention* is appropriate.

The psychological contract fulfillment factor lies on two statements which are “My employer/hotel is fulfilling the promises made to me when I was hired” and “So far, my employer/hotel has done an excellent job of fulfilling its promises to me”. The statements show the degree of satisfaction from the

employees' perspective which they have the mutual agreement with the employer. This will also increase their commitment at work and the factor *Psychological Contract Fulfillment* is named accordingly.

The psychological contract breach named as the second factor in psychological contract in the current research, the statements are “I have not received everything promised to me in exchange of my contributions” and “My employer has broken many of its promises to me even though I have upheld my side of the deal”. The mentioned statements are similar to psychological contract fulfillment, however it is focuses on breaking the promises upon the agreement and during the employment period. Therefore, the factor loadings seem to be reasonable to name it as *Psychological Contract Breach* instead of combining them together with the previous factor.

These four factors reflect the perception of talent towards turnover intention in the tourism and hospitality industry. While the factors show some significances, the profile of the respondents shows the diversity in the data such as nationality, education level, work experience in the industry, and workplace etc. The descriptive statistics of the perception of talent and offering of talent management practices show the employees perceive themselves as a talent, the number of talent management practices offered also represent the importance to the organization itself.

Recalling the aim of the research, the relationship between perceived talent management practices and different constructs are assessed with the relationship as shown in Table 8. Perceived talent management practices are positively related to psychological contract fulfillment, work engagement, and turnover intention, however it is not positively related to psychological contract breach. Other than that, psychological contract fulfillment and psychological contract breach are positively related to turnover intention. Last but not least, work engagement is positively related to turnover intention.

The results in the current research is to provide information to different parties in the tourism and hospitality industry, mainly hotel managers, human resources managers, training managers, direct managers, and most importantly

hotel employees. Having clear perception of a talent to the employees might be beneficial to them. Although there is no universal definition of talent, each organization can have their own which fits the most. Top management can start off by having effective and regular communication with their employees as well as offering adequate amount of talent management practices so as to enhance their wellbeing to the organization and increase their engagement at work. Such actions will significantly make the employees feeling more connected to the workplace and energetic during every shift. This will lead them to satisfy above the guest's expectation and boost the image itself. The definition of talent might change from time to time, that might result in a lower degree of psychological contract fulfillment. Therefore, if any of the parties think this is not what they agreed before initially, they can always approach each other to discuss and define again during the employment period.

Chapter 6 - Conclusion

The aim of this research was to investigate to investigate how perceived talent management practices are significantly related to social exchange, psychological contract, turnover intention, as well as work engagement of hotel employees. The research has investigated the impact of perceived talent management practices on turnover intention of hotel employees. A quantitative research method is conducted using a questionnaire to collect data from hotel employees in different brands of hotels around the globe.

Four factors are identified, which are *Work Engagement*, *Turnover Intention*, *Psychological Contract Fulfillment*, and *Psychological Contract Breach*. To examine the turnover intention of hotel employees, perceived talent management practices are also applied to the research. By doing this, the following significant and positive relationships are found: 1. Perceived talent management practices significantly relate to psychological contract fulfillment, 2. Perceived talent management practices significantly relate to work engagement, 3. Perceived talent management practices significantly relate to turnover intention, 4. Psychological contract fulfilment significantly relates to turnover intention, 5. Psychological contract fulfillment significantly relates to turnover intention, and 6. Work engagement affect turnover intention. That is, meaning that perceived talent management practices are statistically significant to three of the constructs.

Implications for educators are that they should encourage hospitality students to develop their interest in working in the hospitality industry (Barron, 2008). The author investigated the Generation Y in hospitality education and the hospitality industry. He has further explained that some students have been working in the industry while studying, they noted that they experienced unfavourable rewards and limited management skills. On the other hand, students are looking for more recognition of commitment to their free time other than working and studying. Hospitality programmes should include some practical work experience during the study such as internship in order to gain some industry experience and develop their skills as well as knowledge.

Although such experience will give students some realistic expectations in the industry, educators should highlight that it is aimed to provide them opportunities to become a talent. Thus, they should also emphasize that it leads to a long term career path and they will be more eager to stay in the industry after graduating from the hospitality programme. (Barron, 2008)

Implications for employers are that they have to recognize that the generic human resources approach might not be appropriate to hospitality setting (Tracey, 2014). Unlike the traditional human resources approach, when it comes to staffing, the number of employees is based on the demand of the industry. When the economy is growing, the labour demand of hospitality employees will increase as well. Hospitality employees should be capable of both hard skills and soft skills. Especially in hospitality settings, employees have to be trained in different aspect such as customer service, food safety, teamwork, and problem solving. Garrow and Hirsh (2008) also suggested some other human resources measures that could fit together with talent management such as workforce planning, labour market intelligence, recruitment and employment process, performance management, training and development, relevant competency framework, reward and recognition, promotion and development process, succession planning (which is also one of the talent management practices mentioned by CIPD, 2006), and diversity management. The above mentioned measures are aided to show how can employees work together and enhance the transparency and involvement (Garrow and Hirsh, 2008).

Talent management practices help employees to maintain the employment relationship, in order to make the right investment in each individual, it is crucial to the employees are perceived to be a talent. A misperception of a talent might lead to a lower degree of psychological contract fulfilment and thus psychological contract breach might be occurred later on as well. The results show that perceived talent management practices have a significant relationship with work engagement, turnover intention, and psychological contract fulfilment, however, almost half of the respondents do not perceive themselves as a talent. Effective communication with employees can deliver a clear message that can increase social exchange, thus lead to lower turnover intention.

Regarding the offering of talent management practices, employer can enhance the implementation of internal and external coaching, mentoring and buddying, in-house development program, 360° feedback and cross-functional job assignments so that all of the employees have the chance to be offered such practices. Other than that, the employers should offer more job rotation, job shadowing, internal and external secondments to get their employees trained in different functions which they can be working around the organization.

Moreover, future research could repeat this research with a perhaps larger sample size. Having a bigger sample size could have a deeper understanding whether perceived talent management practices will affect hotel employees' turnover intention as well as assessing their work engagement and psychological contract. Throughout the entire research, the researcher has an advanced common understanding. The reviewed literatures allow the researcher to have an insight of both general and perceived talent management practices such as the inclusive approach and exclusive approach. The perception of a talent leads the researcher to discover the social exchange theory, and thus psychological contract fulfilment, turnover intention, and work engagement. The aims of the research are achieved by exploring talent management practices offered to hotel employees, as well as examining the relationship between talent management practices and work engagement, psychological contract fulfillment, and turnover intention. By presenting and discussing the results, considering this is his first research paper, in overall it is well covered.

Three analytical approaches are used to access the obtained information, namely descriptive analysis, explanatory factor analysis, and regression analysis. To summarize the results, the descriptive statistics show that respondents have a mutual attitude regarding the perceived talent management practices, as only a little more than half of them perceived themselves as a talent and are offered talent management practices. The statistics also show that the respondents have a certain degree of engagement at work, they have a lower intention to leave the current, as well as satisfied in terms of psychological contract. With the results of the research, hotel employees can consider how they perceive themselves as a talent as well as whether they are offered any

talent management practices. The results show that while some of the participants are offered more than 10 practices, there are some participants who are offered 2 practices by their employers. It could be possible that the perception is contradicted between both parties, however, employees should speak up to their employers so they can adjust the talent management framework at the specific workplace. It is also essential to keep a healthy, positive, and long term employment relationship as talented employees are the key domains of customer satisfaction, competitiveness in the hospitality industry, loyalty, organizational performance, as well as service quality.

Furthermore, it is hoped that hotel managers can also use it as a reference of how hotel employees in the data feel at work and review the current talent management practices at their own workplaces. As shown from the results in this research, the most offered talent management practices are internal and external coaching, mentoring and buddying, in-house development programs, cross-functional job assignments, and 360° feedback. Such talent management practices will improve the degree of psychological contract fulfilment and commitment at work. When employees in the research are offered the aforementioned practices, this means that Hotel managers should also offer the same to their own employees to explore their potentials and retain them. This information might be useful for hotels as organization to make future planning for their employees.

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Appendices

Appendix 1. Questionnaire

The impact of perceived talent management practices on turnover intention of hotel employees

Dear Participant,

My name is Tsz Ki (Jacky) Yau; I am in my final semester of the Bachelor of Business Administration in Tourism, Hotel Management and Operations programme at Modul University Vienna. For my Bachelor Thesis, I am investigating how talent management practices affect the turnover intention of hotel employees.

The survey will take approximately 5-10 minutes to complete. All information collected in this questionnaire will be treated with anonymity and confidentiality. Please answer the questions as honest as possible. Your participation will contribute to a better analysis of current talent management practices.

Thank you for taking your time and helping me in my research. If you have any questions, please do not hesitate to contact me.

Sincerely,

Tsz Ki (Jacky) Yau

1611040@modul.ac.at

Please indicate the industry you have been working/ recently worked.

- Hotel (Please continue with the next section)
- Hostel (Thank you for your participation!)
- Theme park (Thank you for your participation!)
- Cruise (Thank you for your participation!)
- Aviation (Thank you for your participation!)
- Banking & Finance (Thank you for your participation!)
- Others (Thank you for your participation!)

Section 1

Talent management refers to an individual who can make a positive difference to the organizational performance or have the potential to make a difference in the future.

Do you perceive yourself as a talent to your organization/hotel? (Sonnenberg et al., 2014, p. 276)

- Yes No

Talent management practices are offered to the employees from their employer during the employment at the organization. Those are offered to the employees for future development of their skills and talents.

Have you been offered any talent management practices?

- Yes (Please continue with the next question)
- No (Please go to Section 2)

Please choose the ones you have been offered below.

- Internal coaching
- External coaching
- Mentoring and buddying
- In-house development programs
- High-potential development schemes
- Graduate-level development programs
- Cross-functional job assignments
- Internal secondments (i.e. a temporary transfer to another job or post within the same organization) (Sonnenberg et al., 2014, p. 276)
- External secondments (i.e. a temporary transfer for a temporary assignment outside their organization) (Sonnenberg et al., 2014, p. 276)
- Job rotation (i.e. a lateral transfer of an employee between jobs within a company) (Kampkötter et al., 2016, p. 1709)
- Job shadowing
- Courses at external institutions
- MBAs
- Development centers
- Succession planning
- Assessment centers

□ 360° feedback (i.e. a process through which many sources—subordinates, peers, direct supervisors, customers, and even the individual under evaluation provide their feedback on an individual's job performance in an attempt to obtain a balanced and holistic view of the performance) (Mondy, 2010 as cited in Karkoulian et al., 2016, p. 2)

□ Action-learning sets

Section 2

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have ever had this feeling, choose the "0" (zero) for the statement. If you have had this feeling, indicate how often the number from 1 to 6 that best describes how frequently you feel that way.

(Schaufeli et al., 2006, p. 714)	Never 0	Almost Never 1	Rarely 2	Sometimes 3	Often 4	Very often 5	Always 6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
At my work, I feel bursting with energy. (WE1)	0	1	2	3	4	5	6
At my job, I feel strong and vigorous. (WE2)	0	1	2	3	4	5	6
I am enthusiastic about my job. (WE3)	0	1	2	3	4	5	6
My job inspires me. (WE4)	0	1	2	3	4	5	6
When I get up in the morning, I feel like going to work. (WE5)	0	1	2	3	4	5	6

I feel happy when I am working intensely. (WE6)

0	1	2	3	4	5	6
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I am proud of the work that I do. (WE7)

0	1	2	3	4	5	6
---	---	---	---	---	---	---

I am immersed in my work. (WE8)

0	1	2	3	4	5	6
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I get carried away when I am working. (WE9)

0	1	2	3	4	5	6
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For the following statements, please indicate your level of agreement between 1 and 7. (1: Strongly disagree, 2: Disagree, 3: Somewhat disagree, 4: Neither disagree nor agree, 5: Somewhat agree, 6: Agree, 7: Strongly agree)

<i>Turnover Intention</i>	Strongly disagree						←						→	Strongly agree	
(Karatepe & Ngeche, 2012, p. 452; Chen & Wu, 2017, p. 1936)															
It is likely that I will actively look for a new job next year. (TI1)	1	2	3	4	5	6		7							
I often think about quitting my job. (TI2)	1	2	3	4	5	6		7							
I intend to work with another organization within a year. (TI3)	1	2	3	4	5	6		7							
I intend to keep working at the organization for at least the next three years. (TI4)	1	2	3	4	5	6		7							
It is likely that I will look for a new job in the next year. (TI5)	1	2	3	4	5	6		7							

Psychological contract fulfilment Strongly disagree ← → Strongly agree

(Chen & Wu, 2017, p. 1935; Robinson & Morrison, 2000, p. 539)

Almost all the promises made by my employer/hotel during recruitment have been kept so far. (PCF1) 1 2 3 4 5 6 7

My employer/hotel is fulfilling the promises made to me when I was hired. (PCF2) 1 2 3 4 5 6 7

So far, my employer/hotel has done an excellent job of fulfilling its promises to me. (PCF3) 1 2 3 4 5 6 7

I have not received everything promised to me in exchange for my contributions. (PCF4) 1 2 3 4 5 6 7

My employer has broken many of its promises to me even though I have upheld my side of the deal. (PCF5) 1 2 3 4 5 6 7

Section 3

Personal Information

Gender:

Male Female

Age:

under 20 20-30 31-40 41-50 51-60 over 60

Nationality: _____

What is your highest level of Education?

Secondary school (Hauptschule) Higher general secondary school
(allgemeinbildende höhere Schule (AHS) / Gymnasium) Polytechnical
school (Polytechnische Schule) Professional Training (Lehre) College for
higher vocational education (Berufsschule) Diploma
 Bachelor (BA/BBA/BSc) Master (MSc/MA/MBA) PhD

What is your employment status?

Full-time (Vollzeit) Part-time (Teilzeit) Internship (Praktikum)
Apprenticeship (Lehrling) Short-time work (Kurzarbeit) Temporarily
unemployed

Please indicate the name of your workplace (i.e., before COVID-19 outbreak)

What is the star level of your workplace?

1 Star 2 Stars 3 Stars 4 Stars 5 Stars

In which department do you work?

- Front Office Housekeeping Food & Beverage (F&B) Reservations
 Sales & Marketing Human Resources & Training Accounting
 Maintenance

What is your level of the position?

- Entry/Operational Supervisor Managerial

How long have you worked in this hotel/organization?

- under 1 year between 1 and 4 years between 4 and 7 years
 between 7 and 10 years over 10 years (Tran & Mai, 2018, p. 231)

Please indicate your total work experience in the hospitality industry.

- under 1 year between 1 and 4 years between 4 and 7 years
 between 7 and 10 years over 10 years

Thank you for your time and participation!